## Contents

Acknowledgements	vii
Preface	viii
napter	
The development of manpower planning Manpower as a poorly managed resource; Bri- tain's poor record of manpower utilization; reasons for manpower planning	I
The manpower planning process A framework for manpower planning; stages of manpower planning; introduction to all its aspects	15
Identifying manpower requirements Background to identifying manpower requirements; importance of assumptions; methods of forecasting available	31
Analysing manpower supply—I Analysing the current labour force; age distributions, promotion, recruitment and training; career and management succession planning; external environment; absence and 'withdrawal from work' concept	57

5	Analysing manpower supply—II—wastage analysis Background to analysing wastage; differences between turnover and wastage; methods available to forecast wastage	85
6	Formulating manpower plans How to go about formulating plans; a planning cycle; role of line, personnel, and other depart- ments; formulating manpower policy	109
7	Manpower control, reporting and costing Approaches to manpower control and why do it; what is to be controlled; problems of establish- ments as a method of control; suggested control systems and reporting documents; manpower costs; human asset accounting; manpower as an asset	128
8	Information for manpower planning Importance of manpower information; informa- tion for decision taking; information for the manpower planning process; classifying jobs; productivity	151
9	Computers and models in manpower planning Should it be computerized; relationship with payroll; separating job and files; manpower models in general use; problems and advantages	174
10	Future developments in manpower planning	192
11	Conclusion	198
	References and further reading	201
	Index	205